

to secure competent personnel to staff the Bank. Due to the importance of these objectives, I feel it is essential to complete the first round as soon as possible, hopefully within the space of a few months. This means that, to cover the considerable number of member countries, in this period of time, my sojourn in each one may be relatively brief.

Nonetheless, I plan to resume this schedule in the latter part of January. It is my intention to travel to three or four countries at a time, returning to Manila after each trip. In this way, I hope to remain in constant contact with the day to day operations of the Bank; especially during the critical formative stages of its existence.

However, during my absence, I have the utmost confidence that the management of the Bank will be in able hands. I have stressed before that it is not my intention to be extravagant with respect to the number of staff members. For that matter, I feel that the overall organizational structure of the Bank, particularly in the early period, should be relatively simple. It is far easier to progress from simplicity to complexity than it is to go from complexity to simplicity.

At the same time, it is imperative that we do not compromise the quality of the personnel. Toward that end, I believe that we have been successful in assembling a small, but highly capable official family already. The present staff members have the necessary diversity, in terms of talent. Regarding diversity of national origin, I will continue to strive for a wide geographical representation among the staff. This policy should not, however, take the form of a rigid quota system which would, in any way, jeopardize efficient recruitment.

There is no doubt that confidence in the Bank will be contingent upon the amount of confidence in its staff. We will work diligently toward fostering this trust. It is my ardent desire that the member countries will come to look upon the ADB as a kind of "family doctor", who is ready to lend assistance whenever and wherever the need arises. This posture demands a thorough familiarity with the economic attitudes and environment of each developing country. I believe this familiarity can best be bred by endowing the Bank basically with a regional character, in terms of its personnel. However, when it comes to making loans, I will attempt, in principle, to avoid placing the decision in the hands of a lending officer whose own country is involved.

There are two general areas where, if requested, we could provide such assistance. The first is in acting in an advisory capa-